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June 24, 2013

TO: Select Board

FROM: John P. Musante, Town Manager

SUBJECT: Self-Evaluation & FY 13 Town Manager Performance Goals – Progress Report

As part of my annual performance evaluation, as requested by the Select Board, I have prepared a Self-Evaluation Summary for your review and discussion at your June 24 meeting. The second part of this memo contains an update to my December 2012 report regarding progress on FY 13 performance goals.

I preface my report once again by acknowledging that the progress we are making is largely the result of the tremendous skill, dedication, and work ethic each and every Town employee brings to their everyday work in our collective efforts to be leaders in everything we do. I do not think I am exaggerating when I say that the overall caliber of Town employees at all levels is as good as it has ever been in the modern history of the Town. This is a continuing source of pride to me as their Town Manager.

Self-Evaluation Summary

I would like to list what I believe are the key highlights and accomplishments over the past year, fully cognizant of the fact that many of these would not have been achieved without the skill and dedication of the Town staff, the ongoing support and encouragement of the Select Board, and the input from and support of Town Meeting members, the hundreds of community volunteers on Town boards and committees, and the community at large.

- The Town's financial planning represents an ongoing commitment to fiscal sustainability in a multi-year context. Town services are being maintained and we are making adjustments to deliver services more efficiently and effectively to produce excellent public services for the Town's residents. It is possible to maintain services because of the work we have done over the year to control health insurance, employee compensation, and energy costs.
- Last July, the Town achieved designation as a Green Community by the Commonwealth of Massachusetts, giving us access to grant funding to support energy savings initiatives. We were awarded our first state grant under this program, for \$302,000, for installation of LED energy-efficient streetlights.
- The successful transfer of over 200 retired school employees from the state GIC health insurance plans to the Town's self-insured health plans was completed effective October 1

and is resulting in monthly savings to most retirees and savings of over \$100,000 annually to the Amherst-Pelham Regional School District and Amherst Public Schools.

- A reorganized Inspection Services Department, with new leadership provided by my hiring in 2012 of Building Commissioner Rob Morra, improved joint inspection procedures with the Health and Fire Departments, increased efficiency within Inspection Services resulting in staff availability and quick permit issuance, and now regularly communicates with all Conservation and Development staff to provide a clear and concise permitting path to all applicants.
- Zoning and land use changes designed to encourage in-fill development in existing village centers were adopted at the 2013 Annual Town Meeting (Articles 30 -36) that inspired a June 12 Amherst Bulletin editorial titled “Town Meeting Breaks Logjam on Creative Zoning.”
- A top priority established by the Select Board for my attention was to take steps to make real progress in what I have called our Safe & Healthy Neighborhoods Initiative. This resulted in the adoption of a rental regulations and permitting system at the Annual Town Meeting.
- Joint police patrols were started last fall with the UMass Police Department in neighborhoods near the university with particular attention to the Fearing and Phillips streets neighborhood and the North Amherst area. The two departments are also seeking to collaborate more fully on officer training. I convinced UMass to fund two additional detail ambulances on Thursday, Friday, and Saturday nights from 9 pm – 7 am for the seven busiest spring weekends in April – May to make sure there were a sufficient number of ambulances available to meet the entire Town’s needs.
- An audit of existing Human Resources policies and practices engaged staff in all departments. It identified a need to develop and implement standard Town-wide processes for recruitment, orientation, exit, performance management and professional development. The key points identified will serve as a roadmap for further improvements in our human resources function over the next two years.
- I am actively working with staff, the Town’s Housing and Sheltering Committee, the Amherst Housing Authority, and the Massachusetts Housing Partnership to investigate options to preserve affordability at Rolling Green, a 204-unit development on Belchertown Road, and the nearby 24-unit Echo Village Apartments. I have met with the owners of both properties and they have committed to participate in this exploration of options and possibly negotiate if/when appropriate.
- This spring we have launched an ambitious plan headed by our Massachusetts State Tree Warden of the Year Alan Snow to plant 2,000 trees over three years to reduce pollution, beautify our community, and reverse a twenty-plus year trend of net loss of hundreds of street trees.

FY 13 Town Manager Performance Goals – Progress Report

My input is noted following each of the eleven performance goals, shown in italics, developed last fall. The Progress Report includes initiatives, challenges, and accomplishments to date on the specific goals that often also pertain to areas from the evaluation tool’s Composite Evaluation section (Fiscal Management; Relationship with the Select Board and Town Meeting; Long Range Planning; Staff and Personnel Relations; Community and Intergovernmental Relations).

1. *The Town Manager shall develop specific **recommendations for consideration by the Select Board** to address the ongoing revenue challenge, to include:*

a. *generating new revenue;*

- Last July, the Town achieved designation as a Green Community by the Commonwealth of Massachusetts, giving us access to grant funding to support energy savings initiatives. The Town has developed, with the leadership of our first Sustainability Coordinator Stephanie Ciccarello and many other staff, a five year energy reduction plan to reduce energy use by at least 20%. We were awarded our first state grant under this program, for \$302,000, for installation of LED energy-efficient streetlights that will also improve light quality. The DPW is currently installing them across Town in areas outside the downtown.
- A new inter-municipal agreement was negotiated with the Town of Pelham and approved by both Select Boards to provide property assessment services to them for a payment of \$20,000 per year. We were awarded a competitive Community Innovation Challenge Grant to provide additional transition and startup funding.
- The Town applied for and was awarded a \$353,500 LAND Grant from the MA Executive Office of Energy and Environmental Affairs to fund 70% of the purchase price for 20 acres of open space on the Ricci property located on the south side of Bay Road. The balance of the purchase price was funded with Community Preservation Act (CPA) funds appropriated at the November 19, 2012 special town meeting. The Ricci property is one of the few large unprotected parcels along the Holyoke Range.
- Rehabilitation and reopening of the War Memorial Pool at Community Field was made possible last July with the help of a \$208,000 state grant and unanimous vote for funding by Town Meeting.
- I continue to be a strong advocate working with legislators and Transportation Secretary Rich Davey on multi-year state transportation finance legislation for road repairs and public transit. The State Transportation Finance Plan is still with the Conference Committee, but a reconciled bill is expected to be released this week that includes \$300 million in Chapter 90 funds for local road repairs, a 50% increase. That would increase state support to improve Amherst roads to over \$1.2 million per year for the next five years, an increase of \$400,000 per year. As Chair of the PVTA Advisory Board, I have worked to ensure that the transportation bill also includes an additional \$1.5 million for PVTA for FY 14, an additional \$3.7 million for FY 15 and an increase for inflation for the remaining three years. The bill also includes \$80 million for forward funding and language that requires regional transit authorities to complete a Comprehensive Service Analysis, an analysis that PVTA has already begun system-wide. Bottom line is that we will be able to preserve public transit service, identify targeted service improvements, and delay fare increases.

b. *reducing expenses through efficiencies in Town structure and service delivery, including regionalization of services where appropriate;*

- Property assessment services now being provided to the Town of Pelham are being performed without an increase in Town staff.
- The successful transfer of over 200 retired school employees from the state GIC health insurance plans to the Town's self-insured health plans was completed effective October

1 and is resulting in monthly savings to most retirees and savings of over \$100,000 annually to the Amherst-Pelham Regional School District and Amherst Public Schools.

- I am providing support to the Superintendent related to the school regionalization study process now underway. This will be a major focus in the coming months leading to a likely November 2013 voter referendum.
- With support and encouragement from Superintendent Maria Geryk and I, the Town's LSSE Department in partnership with the Amherst Public Schools developed and implemented the Amherst Afterschool Program initiative to create a comprehensive, safe, healthy, licensed childcare program at three sites offering consistent opportunities for enrichment activities, homework help, transportation, and cultural affinity groups. The afterschool enrollment increased from 192 children in 2011 to 250 children in 2012.
- The Central Hampshire Veterans' Services district, which I helped to create in 2010 with five other communities in an innovative regionalization initiative, has grown from the original six to ten communities. We were able to add services for veterans in Hadley and Middlefield this year with the award of another Community Innovation Challenge grant. The result has been better service to more Amherst veterans and their families at reduced cost to the Town.
- I negotiated ambulance service agreements extensions for the next 3 years with the Towns of Leverett, Shutesbury, and Pelham. The Town of Hadley 3-year extension was negotiated last summer.
- This spring, our Information Technology staff have worked with me to successfully begin an aggressive regionalization strategy for IT shared services with new contracts for services with the Northampton Police Department, and the Hampshire Council of Governments and the Town of Hadley (as a subcontractor on an \$80,000 Community Innovation Challenge grant award). Our position as a statewide IT leader is beginning to generate significant operating revenues to the Town to support IT and other Town initiatives.

c. negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support, and mindful of the stagnant economy and conservative projections for the next few years;

- I am actively pursuing collective bargaining with each of the Town's four bargaining units on successor agreements upon their expiration on June 30, 2013. I am pleased that we have good labor relations with all of our unions. I will strive once again to negotiate agreements that are adequate, fair, equitable, and within the Town's ability to pay in an environment of sluggish recovery from the 2008 economic downturn.

d. pursuing an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.

- Town IT staff designed and installed the largest and fastest open downtown outdoor WiFi network in Massachusetts using an in-house custom-built solution at half the cost of the largest leading company's much less robust solutions.
- One of the necessary elements for a healthy business climate is for the Town to effectively communicate expectations and resolve issues with permit applicants and to

supervise and mentor professional and administrative staff. A reorganized Inspection Services Department, with new leadership provided by my hiring in 2012 of Building Commissioner Rob Morra, improved joint inspection procedures with the Health and Fire Departments, increased efficiency within Inspection Services resulting in staff availability and quick permit issuance, and now regularly communicates with all Conservation and Development staff to provide a clear and concise permitting path to all applicants. This has achieved positive results with permit applicants and among staff from efforts to conduct pre-construction meetings for larger projects.

- Zoning and land use changes designed to encourage in-fill development in existing village centers were adopted at the 2013 Annual Town Meeting (Articles 30 -36) that inspired a June 12 Amherst Bulletin editorial titled “Town Meeting Breaks Logjam on Creative Zoning.” The Planning Board and staff were encouraged to re-examine its earlier village center zoning proposals and they decided to proceed incrementally, making no changes to zoning districts or boundaries but instead successfully amended (except for a portion of Article 32 – Mixed Use Center Dimensions that narrowly failed to gain the 2/3 supermajority required) requirements for mixed use buildings, dimensional regulations for selected mixed use center districts, and added locational requirements for new additions or expansions of non-conforming structures following form-based design requirements for building changes in these districts. I am optimistic that these changes will spur private investment in housing and other development in keeping with the community’s needs.
2. *The Town Manager shall continue to strengthen relationships with UMass and the Colleges, for concrete progress in areas that improve the community’s quality of life by:*
- a. *mitigating the impacts of a significant student population: on neighborhoods, on demand for public safety resources, on parking and traffic issues, and so forth;*
 - b. *compensating for the significant amount of non-taxable property;*
 - c. *pursuing issues of mutual benefit to the Town and the academic institutions.*
- A top priority established by the Select Board for my attention was to take steps to make real progress in what I have called our Safe & Healthy Neighborhoods Initiative. This resulted in the adoption of a rental regulations and permitting system at the Annual Town Meeting in May. See more details on this initiative in Goal #3 below.
 - Joint police patrols were started last fall with the UMass Police Department in neighborhoods near the university with particular attention to the Fearing and Phillips streets neighborhood and the North Amherst area. The two departments are also seeking to collaborate more fully on officer training. In May, the Amherst Police Department earned reaccreditation by successfully completing a peer review of the department’s policies, procedures, operations, staffing, equipment, and facility maintenance for adherence with strict, best practice standards.
 - In the aftermath of alcohol-fueled rioting by mostly college-age young people on a March afternoon at off-campus Townhouse Apartments, I convinced UMass to fund two additional detail ambulances on Thursday, Friday, and Saturday nights from 9 pm – 7 am for the seven busiest spring weekends in April – May to make sure there were a sufficient

number of ambulances available to meet the entire Town's needs. I am also pursuing ways the colleges can partner with us to reduce demand for ambulance services.

- UMass Chancellor Kumble Subbaswamy proposed to me at a meeting in February that the Town and University jointly hire a consultant with Town funds matched with an equal amount from UMass to work on key community development issues, strengthen our neighborhoods, and identify ways to boost the local economy. I agreed with his suggestion and the Chancellor accepted my invitation to him to address Town Meeting to help me explain its purpose. Annual Town Meeting endorsed Article 26 for the Town share of \$30,000. The effort will focus on housing issues, UMass growth strategies, public safety stressors including neighborhood civility, police, fire, and university health services, economic development opportunities on and near campus in Amherst, and strengthening the synergy between the Town's Master Plan and the University's Strategic Plan.
- A temporary extension of the now 6-year old Strategic Partnership Agreement (SPA) with UMass is being finalized while a longer term successor agreement is completed. The SPA will address a wide range of issues including payments to the Town for fire and ambulance services, police mutual aid and joint patrols, public utilities such as water and wastewater, the University's relationship with the Amherst Public Schools, and cooperation in economic development activities.

3. *The Town Manager shall actively engage the community to provide information about Town successes and challenges, and to seek support for initiatives that address the latter.*

- For the past several months a Safe & Healthy Neighborhoods Work Group of stakeholders named by me pursued a deliberate and inclusive public process and produced a recommended new General Bylaw for rental regulations and permitting to preserve and enhance existing residential neighborhoods as they evolve over time in response to changing housing needs, including the acceleration over the past few years of conversions of owner-occupied housing to rental properties. Article 29 – Residential Rental Property Bylaw was approved by Town Meeting in May by a substantial margin. The approved bylaw is responsive to issues identified including the need to establish baseline compliance with life safety and sanitary codes, increase awareness by tenants and landlords of Town noise, alcohol, and nuisance house bylaws and health regulations, establish parking plans appropriate to each property, and establish penalties for egregious non-compliance. The rental regulations system is complaint-based with a self-inspection focus and as a result is not overly bureaucratic or expensive. The bylaw will complement other existing initiatives including landlords' implementation of property management and leasing best practices, UMass' launch of a new online training program for students who are moving into off-campus housing to help them become more responsible and successful tenants, application of the Student Code of Conduct for off-campus behavior, and continued public safety and code enforcement.
- A Housing Production Plan focused on affordable housing needs (completed) and a Housing Market Needs Study (draft report received and presented to the community) are efforts to develop a data-driven approach to meet our affordable housing, rental (family

and student), and other housing needs by engaging the Amherst community and drawing upon the expertise of other communities' experiences.

- I worked with the Agricultural Commission, staff, the downtown business community, and the Amherst Farmers Market to develop a plan to increase access to more Amherst farmers at the market. It will be implemented this summer by expanding the footprint of the market from the Spring Street parking lot onto Boltwood Avenue directly in front of the Lord Jeffery Inn.
- This month, Amherst became one of the very first municipalities statewide to publish an interactive online Open Checkbook. The system was developed in-house at no additional cost thanks to skilled staff Michael Olkin in the IT Department and Sonia Aldrich and Holly Bowser in the Finance Department. The Open Checkbook covers the past three fiscal years of the Town operating budget including the Town portion of the Jones Library and branches and Water, Sewer, Solid Waste and Transportation enterprise funds. The information is automatically updated biweekly on Friday mornings following each check run.
- In January, the Massachusetts Municipal Association (MMA) selected the Town's website www.amherstma.gov as one of only six municipal websites in the Commonwealth to receive its annual Municipal Website Award. Our award-winning website is one of the clearest examples of the progress we are making on our Open Government to the Max initiative. I am proud of the simplicity, the many unique and forward-thinking features, and the functionality offered by the Town website to both visitors and residents. The site achieved another significant growth year for unique daily visitors, an 18% increase over last year.
- I am using Twitter to periodically update the community on activities or issues. I used it during weather emergencies to alert Amherst neighborhoods on anticipated times for restoration of electricity and to provide other safety information.

4. *The Town Manager shall make high staff morale a priority. Efforts shall include:*

- a. *increasing communication between himself and staff at all levels, in order to inform, engage and solicit feedback;*
 - b. *encouraging a workplace culture of civility, mentoring and receptivity to new ideas and innovations for improved service delivery.*
- Overall, I believe that staff morale is good, but with some areas of need. This has been affirmed with the HR audit consultations with line staff and department heads. I believe that most staff has a positive reaction to the professional demeanor that I and department supervisors are trying to convey by example. I have encouraged staff to take risks in our quest for continuous improvement with the knowledge that I will support them.
5. *The Town Manager shall conduct an assessment of the Town's Human Resources needs and capabilities, in order to determine how well we are recruiting, hiring, retaining and supporting Town staff, and how aligned we are with best practices in the human resources field. The Town Manager shall inform the Select Board about the assessment results and his plan to address any necessary changes.*

- Deb Radway, our very talented Director of Human Resources & Human Rights who I recruited to Town service in July 2012, prepared at my request an assessment overview of the Town's human resources positives, challenges, and opportunities. An audit of existing Human Resources policies and practices engaged staff in all departments. It identified a need to develop and implement standard Town-wide processes for recruitment, orientation, exit, performance management and professional development. It also identified some Human Resources policies to update and a need to seek competitive pricing for non-health related employee benefits. The key points identified will serve as a roadmap for further improvements in our human resources function over the next two years.
- Three initial examples in the professional development category were graduating thirteen Amherst employees, including several from DPW, from the UMass-based Supervisor Leadership Development Class this spring, funding three Town employees' participation in the 9-month Leadership Pioneer Valley (LPV) program, and unprecedented amounts of training for Fire/EMS personnel. Senior Planner Jeff Bagg and Assistant to the Town Manager Debra Roussel participated in a LPV final project that outlined their concept of an interactive social media plan for historic and cultural resources in the Pioneer Valley, and Health Director Julie Federman participated in a final project integrating the local foods movement with wellness and public health in our poorest communities. Over the last 18 – 24 months, thirteen Amherst Fire/EMS personnel have attended courses, federally subsidized, at the National Fire Academy. The courses last from 6-10 days and more than half of the thirteen personnel have attended multiple times. Over the same period, eleven of our personnel have availed themselves of state subsidized training opportunities at the Massachusetts Firefighting Academy for courses in Officer Leadership, Instructor Certification, and Hazardous Materials Technician. Prior to 2010, only a few firefighters took advantage of or were encouraged to avail themselves of supplementary training opportunities.

6. *The Town Manager shall keep the Select Board fully informed by:*
 - a. responding to and initiating improved communication efforts;*
 - b. recognizing that any issue or change that directly or significantly impacts the community falls within the Select Board's authority to provide feedback;*
 - c. allowing the Select Board opportunity to provide feedback on policy/practice initiatives and changes before implementation;*
 - d. involving the Select Board in the determination of collective bargaining strategies for the current contract process, and keeping us updated on its progress;*
 - e. ensuring that all members of the Select Board are aware of anything significant before it appears in the newspaper.*
- I believe that two-way communication between the Town Manager and the Select Board is good. Examples include substantive and detailed Town Manager Reports at regular Select Board meetings, the opportunity for Select Board feedback on CDBG funding priorities before submittal of the grant, dialogue on budget priority setting and prospective proposals before the finalization of my recommendations for FY 14, regular

updates and dialogue on collective bargaining issues in executive session, and advance information sharing on hot button community issues such as weather emergencies, zoning and Safe & Healthy Neighborhoods planning initiatives, development of taxi regulations, and affordable housing issues.

7. *The Town Manager shall provide the Select Board with a detailed assessment of Town-owned buildings regarding their current use, and anticipated future benefit and liability. He will make recommendations on whether or not it is in the Town's best interest to maintain ownership of each one. If any recommendations are to repurpose a building or not maintain its ownership, he will suggest how best to proceed.*
 - I began this effort some time ago with Facilities Director Ron Bohonowicz and other staff to compile a detailed town-wide inventory of buildings, their history and current use, operating and capital costs, and a list of possible future uses. Much more remains to be done before I submit a detailed report to the Select Board. Staff is completing a detailed inventory with location information, square footage, building and contents values, age, condition, past and current uses, and potential future uses that may or may not have the Town retain ownership. My next step will be to provide an interim report focused on a few properties in which use has recently changed.
8. *The Town Manager shall help Amherst become a greener, more sustainable community by initiating and advocating for new "green" efforts and programs, and he shall inform the Select Board and the community about these efforts and their results.*
 - As noted in my update on Goal #1, in July 2012 the Town achieved designation as a Green Community by the Commonwealth of Massachusetts, giving us access to grant funding to support energy savings initiatives. We were awarded our first state grant under this program, for \$302,000, for installation of LED energy efficient streetlights.
 - Investments in more energy-efficient HVAC systems, interior lighting, traffic signals, and stable bid prices for natural gas and electricity are all responsible for level funded energy budgets in those areas for FY 14.
 - The Collector/Treasurer's Office, in collaboration with IT staff, has implemented upgrades in online bill pay that allow a citizen to access and pay multiple bills on one screen. The number of Town employees receiving electronic employee paycheck notices and using direct deposit continues to increase. Paperless billing for water/sewer services was also launched.
 - Solar power development efforts are proceeding at the old landfill and with the anticipated development of land in North Amherst for a solar array by a private developer.
9. *The Town Manager shall create, through consultation with each department's staff, a recommended staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs. This will provide a framework for prioritizing recommendations for future hiring. Such future*

recommendations should address the full cost of each position, including post-employment benefits.

- Detailed staffing recommendations were included in my FY 14 budget proposal adopted by Town Meeting in May. I also included a prioritized list of budget restorations/additions, including staffing needs, if funds were to become available. Staffing needs identified include at least one additional police officer, an economic development director (possibly jointly funded with others), and a human resources analyst. While helpful in beginning to frame future staffing priorities, it is not a substitute for a more in-depth department by department long term staffing needs analysis. Completion of the staffing analysis will be coupled with a compensation study scheduled for completion this fall.

10. The Town Manager shall help to support the creation of more housing that is safe, decent and affordable for individuals and families at low-income levels.

- Groundbreaking is likely this summer at Olympia Oaks, which will become a 42-unit neighborhood of affordable rental family housing on Town-owned land at the end of Olympia Drive. HAP Housing and Valley CDC, both non-profit entities, are project development partners, and HAP will continue to manage the project once completed.
- A Housing Production Plan, funded with CDBG funding, has been prepared and reviewed with the Housing and Sheltering Committee, Planning Board, and the community at multiple public forums. The Executive Summary states in pertinent part, “This Housing Production Plan represents an opportunity for the Town of Amherst to fully examine the specific impacts of demographic changes, particularly its student population, relative to the dynamics of housing market conditions. Only by understanding these changes can the Town determine the current and future housing needs of its citizenry.” This Housing Plan also provides guidance on any number of policy issues regarding housing such as where to best allocate resources for the production of new affordable housing, how to revise existing zoning as it relates to guiding new housing development, and how to engage housing developers and other housing service providers in partnerships that will work to address the identified needs. It also provides graphic representations of recommended strategies to help local leaders and residents visualize the impacts and important benefits of various affordable housing opportunities.
- I am actively working with staff, the Town’s Housing and Sheltering Committee, the Amherst Housing Authority, and the Massachusetts Housing Partnership to investigate options to preserve affordability at Rolling Green, a 204-unit development on Belchertown Road, and the nearby 24-unit Echo Village Apartments. I have met with the owners of both properties and they have committed to participate in this exploration of options and possibly negotiate if/when appropriate.

11. The Town Manager shall develop specific recommendations to address neighborhood health, safety and quality of life issues.

- See my updates on Goals #2 and #3 related to the Safe & Health Neighborhoods Work Group and the introduction of joint patrols with the UMass Police Department.
- Our renewed commitment to a funding plan for road improvements significantly improved road conditions and pedestrian/cyclist safety with the repair and extension of sidewalks on Sunderland Road from the North Amherst Library to the new Amherst Survival Center and the rehabilitation of and installation of handicapped accessible sidewalks and crosswalks and bus pull-offs on lower Main Street from Dickinson Street to South East Street as encouraged in the Town's Master Plan. There is much more work to do on our roads which is why obtaining adequate state funding in the transportation finance legislation is so critically important.
- The Police Department continues to implement sector based policing, intended to address the root causes of crime and quality of life issues in specific geographical locations through partnerships and communication with its community members. This approach, in which officers become intimately familiar with their assigned areas, is considered by modern experts to be the most efficient use of police personnel within an agency and to be the best approach to maintaining constant contact, communication, and sharing of information with members of the community. Through this dialogue problems are identified and appropriate solutions are employed. After implementing sector based assignments, there have been significant milestones towards our goal of crime and disorder reduction. From the previous year, the following very significant reductions have occurred: residential burglaries -42%; motor vehicle burglaries -15%; vandalism - 21%; disturbances -7%; motor vehicle thefts – 35%. These reductions are a byproduct of the 25% increase in community outreach calls by sector officers.
- This spring we have launched an ambitious plan headed by our Massachusetts State Tree Warden of the Year Alan Snow to plant 2,000 trees over three years to reduce pollution, beautify our community, and reverse a twenty-plus year trend of net loss of hundreds of street trees. Community members have been encouraged to learn more about the program online, participate in neighborhood tree plantings, learn how to care for their trees long term, and to apply for the opportunity to have a public shade tree planted on their property in or near the public way.